

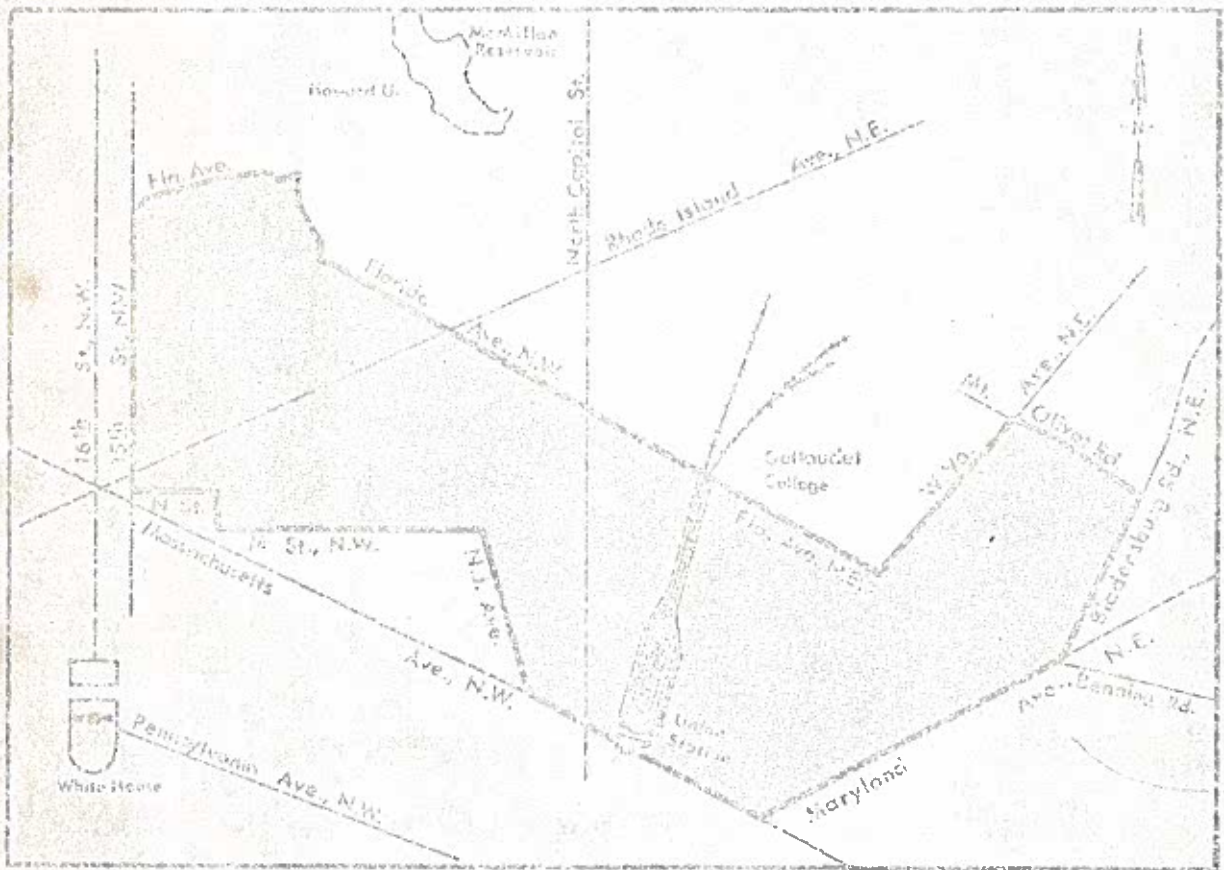
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WASH.

City Planning - Model Cities

Proposed to plan for

A MODEL CITY



GOVERNMENT OF THE DISTRICT OF COLUMBIA

March 4, 1968

To the Department
of Housing
& Urban Development

Proposal to Plan for
A MODEL NEIGHBORHOOD

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- Part I - SUMMARY OF THE PROPOSAL
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Government of the District of Columbia

I. SUMMARY OF THE PROPOSAL TO PLAN FOR A MODEL NEIGHBORHOOD

The material in Part I summarizes the proposed concept and approach to the Model Cities Planning process and has been distributed on a large scale to residents of the neighborhood and other interested public and private parties throughout the community for consideration and comment. Specifically, Part I includes the following:

- A. Summary of Proposal
- B. Schedule of Major Planning Activities
- C. Map of Model Neighborhood
- D. Fact Sheet



GOVERNMENT OF THE DISTRICT OF COLUMBIA
EXECUTIVE OFFICE
WASHINGTON, D. C. 20004

WALTER E. WASHINGTON
MAYOR-COMMISSIONER

Dear Washingtonian:

The District of Columbia is fortunate to be one of the first 63 cities to participate in President Johnson's Model Cities Program.

By building upon the area's many assets, and at the same time launching a massive attack on its problems, we hope to make a major improvement in the quality of life of the 90,000 persons within the 1500-acre Model Neighborhood.

I expect that imagination, innovation and experimentation will be the hallmarks of our Model Cities Program. For this effort, we hope to develop a creative partnership between local government, private groups, universities, churches, labor organizations, Federal agencies and the residents of the neighborhood.

The attached summary presents in capsule form our tentative proposal for starting the one-year planning period for the Model Cities Program. I hope that you will read this document carefully, discuss it with your friends, and decide how organizations to which you belong can make a contribution to the Model Cities effort. I welcome your recommendations, suggestions, and constructive criticism.

The Model Cities Program will succeed only if all Washingtonians support our effort to bring about dramatic improvements in the Model Neighborhood. I hope that I can have your support.

Sincerely yours,

Walter E. Washington
Mayor

Attachments

SUMMARY OF THE MODEL CITIES PLANNING PROPOSAL

The Model Cities program affords the residents of the Shaw, Northwest One, Stanton Park and Trinidad areas an unprecedented opportunity to obtain better housing, new neighborhood facilities, jobs, health care, and improved city services.

Teamwork is the first key to success. The residents of the Model Neighborhood must work closely with churches, labor organizations, businesses, private health and social agencies and the new City Government. This Model Cities partnership has been launched by Mayor Washington, who invites all of the residents and all interested groups to participate in planning and carrying out programs for the improvement of their neighborhood.

The support and participation of the residents is the second key to Model Cities success. They must decide what they want from the Model Cities program. They must help decide how well their needs are being met by existing programs and help decide what new and improved programs are needed.

Formation of Ad Hoc Citizens' Committee

The first step in the Model Cities program will be the formation of an Ad Hoc Citizens' Committee to provide policy direction for the program. Mayor Washington has asked interested citizens and organizations in the Model Neighborhood and the entire City to submit to him nominations for membership on the Ad Hoc Citizens' Committee. Nominations are to be submitted by March 18 and the Mayor will announce his selection of Committee members on March 25.

Seventeen of the 25 Committee members will be residents of the Model Neighborhood, and eight members will represent the rest of the City. Committee members will be chosen to represent all parts of the Model Neighborhood. To assist the Committee in its work, the Mayor will select five representatives from key public agencies to set as non-voting members of the Committee.

Responsibilities of Ad Hoc Citizens' Committee

As soon as its members are chosen, the Committee will begin to act on the important issues vital to the success of the Model Cities program. These include:

1. Identify major problem and opportunity areas, such as housing, rat control, jobs, and education.
2. Select Citizen members to serve on Work Committees which will prepare preliminary plans for each opportunity area.
3. Develop a method for all citizens of the Model Neighborhood to join in the efforts of the Work Committee.
4. Recommend to the Mayor a permanent citizens organization to replace the Ad Hoc Citizens' Committee. The Committee will also recommend the responsibilities of the permanent organization and how its members will be chosen.

The Ad Hoc Citizens' Committee will operate until the permanent citizens organization is formed about July 1.

Responsibilities of the Work Committees

The Work Committees will develop a "work program" which includes a detailed strategy and schedule for planning each part of the Model Cities program. Each Work Committee, with citizen, public, and private agency representatives, will concentrate on the needs and opportunities in a particular program area. Each Work Committee will write its report by May 31. The reports will be circulated for consideration in the Model Neighborhood. The reports will include:

1. A step-by-step program for Model Cities planning in each problem and opportunity area.
2. Preliminary outline of a five-year Model Cities Plan, with emphasis on a first year action program.
3. Proposals for immediate action during the planning period to demonstrate the potential of the Model Cities program.

Approval of Work Program and Citizen Participation Proposals

The Ad Hoc Committee will be responsible for ensuring that the reports of the Work Committees, and the proposals for a permanent citizen organization, are distributed and discussed throughout the Model Neighborhood. It will also ensure that the comments and criticisms of the residents are reflected in the final recommendations to be submitted to the Mayor. A one-month period has been set aside for community discussion and recommendations. After the Mayor's approval, anticipated around July 1, the permanent citizens organization will be established and detailed planning will begin.

Schedule

The timetable for the first three months of planning looks like this.

- March 4-18 --Mayor Washington received nominations from organizations and from individuals for members of the Ad Hoc Citizens' Committee.
- April 4*
~~March 25~~ --Mayor appoints the Ad Hoc Committee.
- March 25 -
April 10 ---The Ad Hoc Committee identifies the problem and opportunity areas for the Work Committees. The Mayor announces the public and private agency representatives for each Work Committee.
- April 10 -
May 31 --The Work Committees develop work programs for detailed planning. The Ad Hoc Committee determines the form, method of selection, responsibilities & membership of the permanent citizen organization. The Ad Hoc Committee establishes a method for neighborhood consideration of the Work Committee reports.
- June 1 -
June 30 --The residents of the Model Neighborhood consider the Work Committee reports

and the recommendations of the Ad Hoc Citizens' Committee. A unified work program and a permanent citizen organization reflecting the view of the neighborhood residents will be submitted to the Mayor for approval.

Administrative Staff

Direction of the overall Model Cities effort will be the responsibility of Thomas Appleby, who has been designated Model Cities Administrator in the Executive Office of the Mayor. Mr. Appleby will have principal responsibility for coordinating physical improvement activities. Sherril Luke, Director of the Office of Program Development, will work closely with Mr. Appleby, and will coordinate the human resources planning activities for Model Cities.

Hiring of a permanent staff will begin immediately. An office of the Model Cities Administrator is being created in the Office of the Mayor. A Director, a Human Resources staff and a Physical Development staff, will carry out the planning effort. There will also be a Neighborhood Liason staff whose duties will be based on recommendation of the Ad Hoc Citizens' Committee. While permanent staff is being recruited, temporary staff members on loan from District departments and agencies will be working on the Model Cities Program.

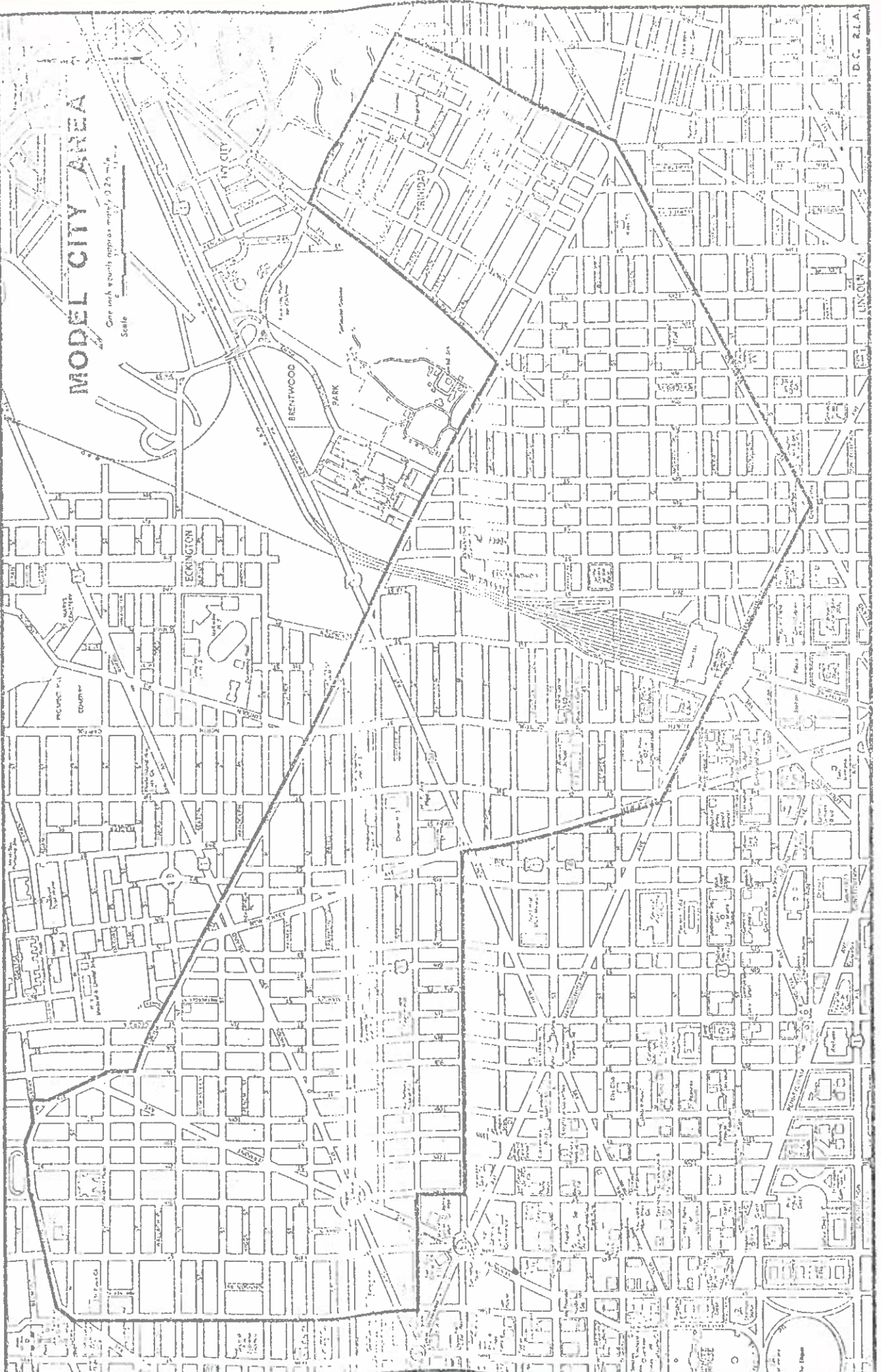
Planning Objectives

At the end of the year-long planning effort, a working partnership between the people in the Model Neighborhood and the agencies that serve them will have been created. There will be a Five Year Plan which will set out the goals and strategy for building on the strengths of the Model Neighborhood and attacking its problems. There will be a First Year Action Program, reflecting the priorities of the residents of the Model Neighborhood and identifying the specific activities to be undertaken in 1969.

This is an exciting and ambitious effort. It will require the energy and support of the residents of the Model Neighborhood, the people in the public and private agencies serving the area, and the citizens of the entire City.

SCHEDULE OF MAJOR
ACTIVITIES DURING
CITIES PLANNING

[illegible]



FACT SHEET
Model Neighborhood Data

<u>Size</u>	:	1,500 acres (3% of city total)
<u>Population</u>	:	83,960 (11% of city total)
<u>Income and Unemployment:</u>		
Total Families	:	17,603
Families with income under \$3000	:	5,656 (19% of city total)
Unemployed Males (14 & over) in Labor Force	:	7.13%
<u>Welfare:</u>		
Children in caseload	:	3,678 (20.4% of city total)
Persons under 18 receiving welfare payments	:	12.7%
Persons 65 and over receiving welfare payments		10.3%
<u>Crime:</u>		
Criminal charges per year	:	1,762 (11.7% of city total)
<u>Housing:</u>		
Total Housing Units	:	25,458
Substandard Housing Units	:	8,733 (21.8% of city total)
<u>Education:</u>		
Persons 25 & over with less than 8 years of education	:	42%

(Source of Data: Model Cities Application
March 1967)

II. WORK PROGRAM

The material in Part II contains the detailed work program for the Program Development Phase of the Model Cities planning process. Specifically, Part II includes the following:

A. Narrative on Program Development Phase

1. Citizen Participation
2. Work Committee Concept
3. Administration

(Organizational Plans)

B. Schedules of Major Activities and Special Work Tasks During Program Development Phase

1. Establish Office of Model Cities Administrator
2. Establish Citizen Participation Structure
3. Obtain Public and Private Agency Commitment
4. Establish Work Committees to Develop Work Program
5. Neighborhood Consideration of Work Program

Citizen Participation

The development of a citizen participation structure is underway. On March 4, 1968 Mayor Washington announced his intention to form an Ad Hoc Citizens Committee for Model Cities Planning. Nominations from interested citizens and organizations within the Model Neighborhood and from the rest of the city will be accepted until March 18. One week later the Mayor will announce his selections for the 25 member committee. Seventeen members will be selected from all parts of the Model Neighborhood. Eight others will represent the entire city, including business and labor interests, and private institutions such as the Health and Welfare Council and UPO. To keep public officials abreast of the work of the Ad Hoc Committee, and to keep the Committee fully informed of existing programs and resources, the Mayor will also select five representatives from key public agencies and District Government departments to sit as non-voting members of the Committee. The temporary Model Cities staff will assist the Ad Hoc Committee until permanent staff is hired. The Ad Hoc Citizens Committee will be asked to

1. Identify the principal physical, social and economic problems in the Model Neighborhood, and to indicate what Work Committees should be established to develop goals and planning work programs of each problem area.
2. Select citizen representatives to serve on the Work Committees.
3. Develop a method for all citizens of the Model Neighborhood to participate in the planning process.
4. Define the form, responsibilities, and membership of a permanent citizen organization.
5. Develop a method for distributing the reports of the Work Committees and the recommendations for a permanent citizen organization to the Neighborhood for discussion and comment.

The Ad Hoc Committee will undertake each responsibility in the order it is listed. The first task will be to review material prepared by the temporary staff which pulls together all available information about problems in the Model Neighborhood. The Committee will then decide on areas of concentration for a number of Work Committees. Each Work Committee may focus on one or two major problems such as Employment, Education, Housing, and so on.

The second task will be to select citizen representatives to serve on each Work Committee. These citizen representatives will be members of the Ad Hoc Committee, or they may be other residents of the Model Neighborhood. The Mayor will appoint representatives from public and private agencies to fill out the membership on each Work Committee.

The third and fourth work tasks will be to develop a method involving all citizens of the Model Neighborhood in every aspect of the Model Cities program and to define a permanent organization to represent the citizens in the Model Neighborhood program. The Ad Hoc Committee with assistance of the Model Cities staff will work with groups, organizations, and individuals in the Model Neighborhood to develop recommendations for a permanent citizen participation program.

At the end of May, when the Work Committees have produced their reports and the Ad Hoc Committee has decided how citizen participation should be achieved, the Ad Hoc Committee will begin its fifth work task. It will decide how the reports of the Work Committees and its own recommendations on citizen participation can best be circulated in the Model Neighborhood for discussion and review. After the citizens have read, discussed and commented on the proposed planning program and citizen participation proposals, the Ad Hoc Citizens Committee will see that the Model Cities Staff and Work Committee include the views of the citizens in the final revision. The revised and refined work program will spell out all of the major planning activities and specific work tasks to be undertaken during the course of the planning year. It will reflect the best judgement of the citizens of the Model Neighborhood and the public and private agencies that serve them about how to find solutions to the problems of the Model Neighborhood.

Work Committee Concept

Work Committees are a mechanism for establishing coordination at the beginning of the Model Cities planning process. In each program area, a Work Committee will bring together the agencies operating programs and the residents of the Model Neighborhood being served. By analyzing the basic data together and working out a planning schedule for designing the Model Cities program, the agencies and citizens will establish a common understanding of the needs of the residents of the Model Neighborhood and how those needs should be met. Common understanding and unity of purpose is the base on which the rest of the Model Cities program will be built.

The Work Committees will be composed of citizen members, and representatives of all relevant public and private agencies with experience in that program area. Representatives of Federal Agencies will also be asked to serve in a technical assistance capacity.

The Work Committees, beginning April 10, will have six weeks to complete the following tasks:

1. Broadly analyze the needs of Model Neighborhood residents in the problem areas defined by the Ad Hoc Committee.
2. Assess the effectiveness of existing and projected programs.
3. Estimate the extent of the gap between current programs and model area needs.
4. Establish tentative priorities within each program area.
5. Project tentative long-range program solutions and identify possible early impact projects.
6. Develop procedure for relating Model Cities planning to other planning programs.
7. Recommend a schedule for accomplishing the planning tasks proposed for the balance of the planning year.
8. Prepare a report on all the above items (1-7) for review by the Ad Hoc Citizens' Committee and other Work Committees.

complete all of the above work items in six weeks will require considerable time and dedication of the Work Committee members. People from the public and private agencies will provide most of the technical experience and manpower to carry out the work. After the public and private agencies will be asked to direct their funds to support the goals and programs developed in the Model Cities plan.

Agency personnel will serve in a number of capacities. Some agencies have already loaned staff to prepare the revised proposal and budget. Early in March the Mayor will assign several more people from District Departments with experience in program areas such as health, education, housing and employment to the temporary staff. At that time, responsibilities of the temporary staff will concentrate on preparing basic material for the Ad Hoc Citizens and Work Committees. The temporary staff will:

- Compile all relevant existing data on land use, building conditions, and social and economic characteristics of the population of the Model Neighborhood.

- Identify existing programs and projected resources, local, federal and private, to meet the problems in the Model Committees.

- Prepare recommendations on planning procedure for the Work Committees.

This material will aid the Ad Hoc Committee in defining program areas and get the Work Committees underway by providing basic data and a suggested step-by-step procedure for undertaking their tasks.

The public and private agencies will also be asked to provide representatives for the Work Committees. These representatives should have specific knowledge about how programs operate in the Model Neighborhood and be imaginative about new program approaches. They should be able to explain the position of their agency in Work Committee deliberations, and work with the Model Cities Administrator to bring full agency participation into the programs developed for the Model Neighborhood.

The caliber and dedication of the public and private agency representatives on the Work Committees will have an important bearing on the effectiveness of the entire Model Cities planning effort. In the first six weeks the groundwork will be laid not only for the whole program approach, but for the vital teamwork between Model Neighborhood Citizens and the agencies that serve them.

To assist the Model Cities Administrator in assembling the Work Committees, the Mayor will select an "anchor man" for each Committee. The anchor men will work full time from the last week in March through the completion of the work committee reports. They will help select people from public and private agencies who can make the best contribution to the Work Committees. Each anchor man will be responsible for seeing that this work Committee produces its required report.

On May 31, at the end of six weeks work, each Work Committee will have prepared a report recommending a work program in its program area for the remaining planning period.

The report should include three major items:

1. A step-by-step program for completing by early 1969 Model Cities planning in its program area.
2. Preliminary outline of a five-year plan for its program area, with emphasis on programs which can be undertaken in the first year.
3. Proposals for immediate action during the planning period to demonstrate the potential of the Model Cities program.

All Work Committee reports, along with the recommendations of the Ad Hoc Citizens' Committee concerning a permanent organization for citizen Participation, will be distributed to the residents of the Model Neighborhood for discussion, comment, and recommended changes. At the same time the reports are being considered in the Model Neighborhood, representatives of the Work Committees and the Model Cities staff will be pulling together the separate work programs into a Unified Work Program. The priority given to each component will reflect the expressed wishes of the Model Neighborhood and the Ad Hoc Committee. When a unified document is completed, it will be submitted to the Mayor for his approval.

Planning for the next eight months will follow the course outlined in the Unified Work Program.

ADMINISTRATION

The following section summarizes the administrative aspects of the Model Cities planning period. The material is organized into two related sub-sections:

1. Administrative Machinery for Model Cities Planning
2. Administrative Aspects of Program Development Phase

The two charts at the end of this section are referenced in the following text.

Administrative Machinery for Model Cities Planning

Background

The Model Cities effort is being launched at a time when the entire District Government is undergoing a major reorganization to reflect the new Mayor - City Council government. Following the President's appointment of Mayor Walter E. Washington in late 1967, special task forces of nationally recognized experts were convened to recommend possible means for reorganizing the entire government to better cope with the major problems facing the District (and all cities throughout the country). During recent months, Mayor Washington has made many key staff appointments. Major areas of the District government have been restructured, are in the process of reorganization, or are being intensively studied by the Mayor. Thus, to the extent that the Model Cities program cuts across all major functions of government, the proposed administrative structure for directing the Model Cities effort and its relation to other parts of the District government must be kept general and fluid while the reorganization is in progress.

This aspect should not be viewed as a hindrance to the Model Cities effort since the major thrust of the reorganization is to make the District government more responsive to the people and their problems at all levels. The Model Cities program will serve as a most effective "testing ground" in shaping the new District government.

Proposed Office of the Model Cities Administrator

An Office of the Model Cities Administrator is being created in the Executive Office of the Mayor. (See chart entitled "Administrative Organization".) Direction of the overall Model Cities effort will be the responsibility of Mr. Thomas Appleby who has been designated Model Cities Administrator. In addition, Mr. Appleby will have principal responsibility for coordinating physical improvement activities. Mr. Sherril Luke, Director of the Office of Program Development in the Executive Office of the Mayor, will work closely with Mr. Appleby and will coordinate the human resources planning activities for Model Cities.

The placement of the Office of the Model Cities Administrator in the Executive Office of the Mayor will ensure effective administration of the Model Cities program. Responsibility for coordination will be divided as follows:

Mr. Appleby, as Model Cities Administrator and Housing Coordinator for the District of Columbia, will maintain liaison with such agencies as RLA, NCHA, NCPC, Dept. of Licenses and Inspections, WMATA, Council of Governments, and other agencies dealing with physical improvement programs in the District.

Mr. Merril Lake, will maintain liaison with agencies such as USES, Bd. of Education, Dept. of Health, Dept. of Welfare, Dept. of Vocational Rehabilitation, and other agencies dealing with human resources programs in the District.

Organization of Model Cities Staff

The Model Cities staff has been structured to reflect the general division between physical planning and human resources planning as noted above. The key staff sections are:

Administrative Staff -- Headed by a high level Model Cities Staff Director responsible to the Model Cities Administrator, (Mr. Appleby). Since Mr. Appleby has city wide responsibilities in addition to the Model Cities program, a full-time staff director is necessary to ensure proper attention and direction to the day-to-day activities of the Model Cities staff, the various Work Committees developing the Work Program, and the staff support required by the Ad Hoc Citizens Committee. Direct or contributed staff will assist him in the general areas of administration, fiscal management, budget programming, data management and law.

Physical Planning Staff -- This staff will be kept relatively small in size since they are not intended to duplicate planning efforts in numerous other public and private agencies throughout the District. Their primary functions will be to collect and evaluate existing planning information, determine requirements for establishing a common data base for the Model Neighborhood, provide staff services to the Work Committees, and design new physical improvement programs not specifically within the responsibility of existing District agencies.

3. Human Resources Staff -- This staff will have essentially the same functions in the human resources area as noted above for the physical planning staff. It should be noted, however, that in this area both the direct and contributed staff will be considerably larger than in the physical area. Since Mayor Washington has given Mr. Luke large responsibilities for this area within the District as a whole, it is intended that this staff work very closely with Mr. Luke during the Model Cities planning period in order that Model Cities may serve as an effective "testing ground" for the reorganization of the District governments' human resources programs.
4. Neighborhood Liaison Staff -- The exact scope and function of this staff is not specifically determined at this time. It is clear that they will provide considerable support to the Ad Hoc Citizens' Committee during the program development phase. Their exact functions during this period and during the remainder of Model Cities planning will be one of the specific items to be studied by the Ad Hoc Citizens' Committee.

Staffing Up

While permanent staff is being recruited, a temporary staff composed of individuals on loan from District departments and agencies will be working on the Model Cities program. At present the Model Cities temporary staff consists of some seven persons from the District Office of Program Development and the Redevelopment Land Agency devoting their time to revising the Model Cities proposal and budget. The Mayor will shortly designate an additional number of key staff people from the major public agencies to provide broadened staff capability during the transitional period.

II. Administrative Aspects of the Program Development Phase

As explained in other sections of this report, the development of the Unified Work Program for Model Cities planning will be the joint effort of the Ad Hoc Citizens' Committee, the Neighborhood, the Office of the Model Cities Administrator, and the Work Committees. The following is intended to clarify some of the administrative aspects of this period:

Relationship of Office of Model Cities Administrator to Ad Hoc Citizens Committee --

The attached chart entitled "Organizational Plan-Program Development Phase" illustrates the process whereby public

officials and citizens will proceed through the Program Development Phase in a creative and meaningful partnership. Their common goal will be the development of a Unified Work Program for the Model Cities planning period, to be carried out from July, 1968 through next February, 1969.

In essence, this chart indicates that (a) the public officials in the Office of the Model Cities Administrator will be charged with the administrative responsibility for the Model Cities Program, while (b) the citizens on the Ad Hoc Citizens' Committee will be charged with the policy and program responsibility necessary to guide development of a Work Program which is truly responsive to the needs of the residents of the Model Neighborhood.

The chart also indicates the Work Committees as part of the program development process. These Work Committees will be composed of public and private agency representatives and Model Neighborhood residents, and will be charged with the responsibility for developing work programs for physical, social, and economic planning.

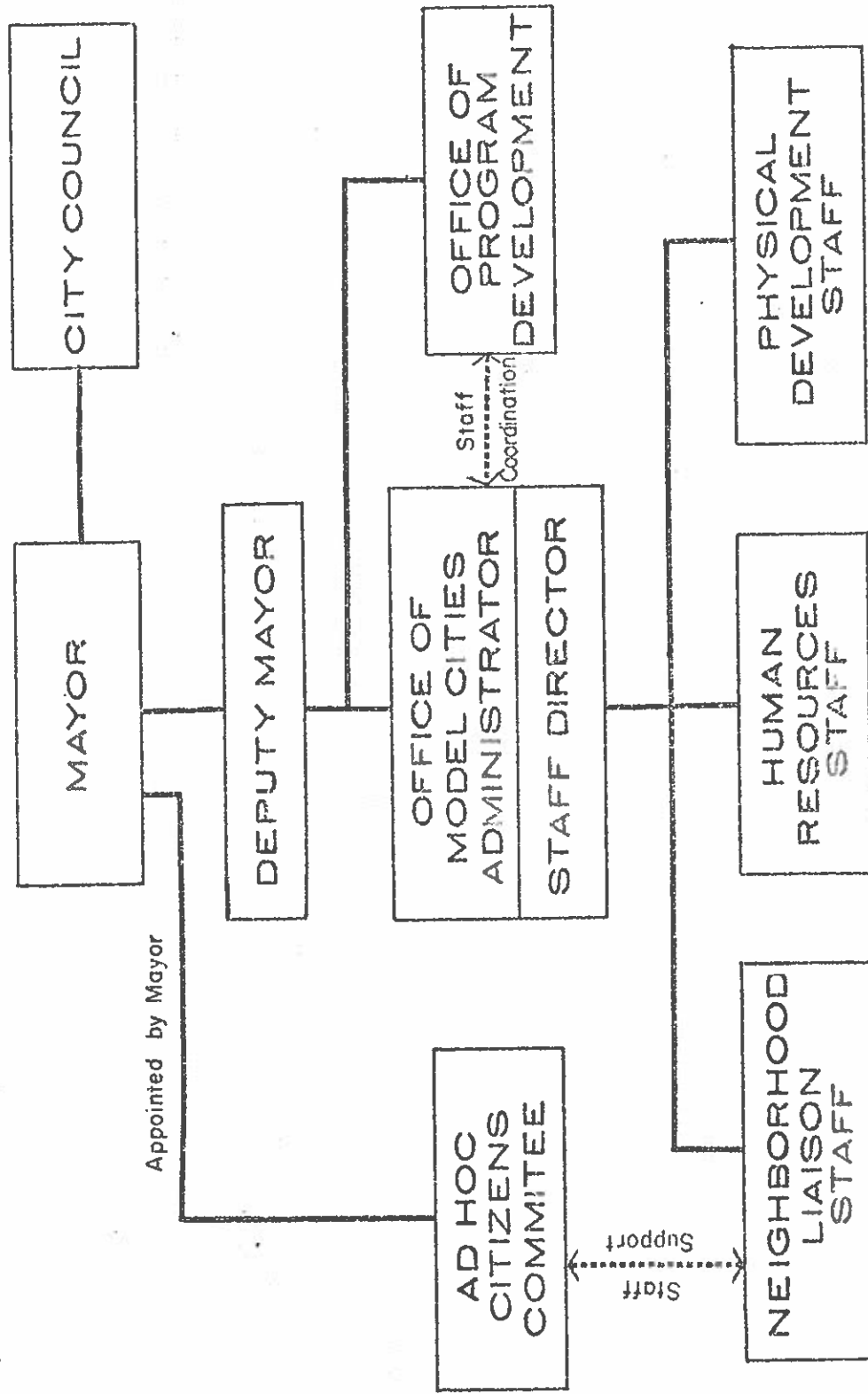
These three participants in the program development phase -- the public officials, the citizens and the work committees -- form a unified base for the proper beginning of the Model Cities planning process. In Mayor Washington's words, "we believe that the scheme of total citizen participation is one of the great strengths and innovations of our proposal."

If either the Ad Hoc Citizens Committee or the Neighborhood is dissatisfied with the administrative relationships during the Program Development Phase, they may call for new responsibilities to be invested in their successor, the permanent citizen organization.

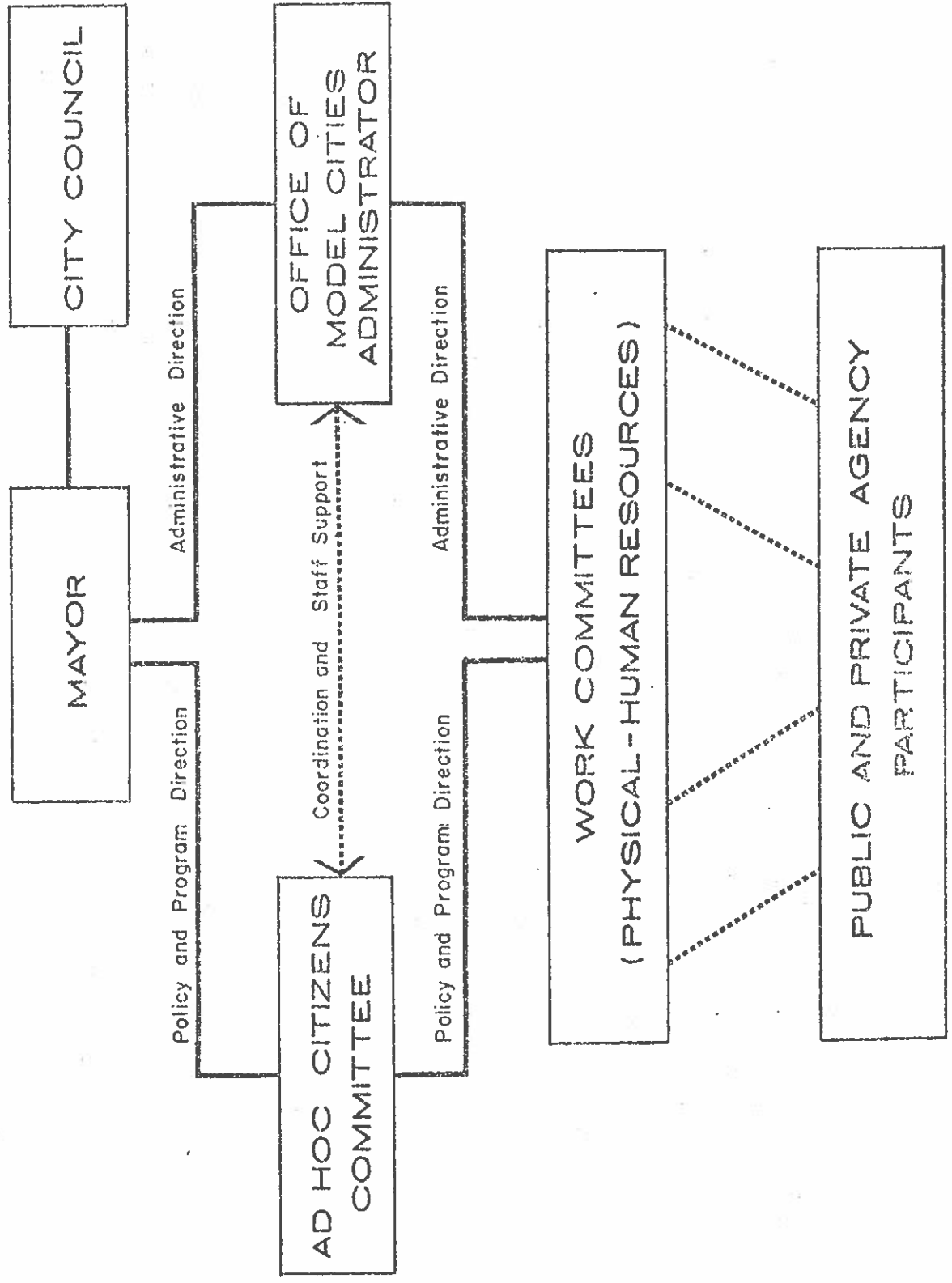
Method for Coordination of Work Committee Planning Efforts --

1. Within the two broad categories of Physical and Human Resources, planning of the several Work Committees will have to be coordinated on a continual basis. This will be accomplished as follows: the staff directors for physical planning and human resources will direct the activities of the work committee anchor men, and the respective staffs supporting the anchor men and work committees.
2. Coordination between the Ad Hoc Citizens Committee and the Work Committees will be determined by the Ad Hoc Citizens Committee. It is expected that members of the Ad Hoc Citizens Committee will serve on all of the program work committees, and thereby accomplish the necessary coordination.

ADMINISTRATIVE ORGANIZATION



ORGANIZATIONAL PLAN - PROGRAM DEVELOPMENT PHASE



SCHEDULE OF SPECIFIC WORK TASKS
DURING
PROGRAM DEVELOPMENT PHASE

Major Activity Specific Work Tasks	Time Period						Responsibility
	February	March	April	May	June	July	
I. <u>Establish Office of Model Cities Administrator</u>							(1) Mayor/MC Administrator
1. Determine administrative structure.							(2) MC Admin. MC Temporary Staff
2. Prepare schedules for total planning period & first 90 days							(3) MC Administrator
3. Determine staffing requirements.							(4) MC Administrator & Tempo. staff.
4. Identify existing & proposed funding sources and allocate staff within respective budget limits.							(5) M.C. Administrator & Tempo. staff.
5. Prepare budget.							(6) Mayor, M.C. Admin
6. Appoint temporary staff.							(7) M.C. Administrator
7. Recruit permanent staff.							(8) M.C. Tempo. staff.
8. Obtain office space.							(9) M.C. Tempo. staff
9. Establish fiscal & accounting procedures.							(10) M.C. Tempo. staff
10. Review & determine legal requirements.							

Major Activity Specific Work Tasks	Time Period						Responsibility
	February	March	April	May	June	July	
I. <u>Establish Office of Model Cities Administrator</u> cont.							(11) Mayor/Council
11. Contract execution							(12) Work Committeees, & M.C. Staff
12. Assist in preparation of Work Program							

SCHEDULE OF SPECIFIC WORK TASKS
DURING
PROGRAM DEVELOPMENT PHASE

Major Activity Specific Work Tasks	Time Period						Responsibility
	February	March	April	May	June	July	
II. <u>Establish Citizen Participation Structure</u>							
1. Announce Ad Hoc Citizens Committee & solicit nominations		—					(1) Mayor
2. Select and announce Ad Hoc Citizens Committee Members		—					(2) Mayor
3. Undertake work tasks of Ad Hoc Citizens Committee							(3) Ad Hoc Committee
a. Design structure for permanent citizen commission							"
b. Identify problems in Model Neighborhood & indicate what Work Committees should be established							"
c. Determine citizen representatives to participate on each Work Committee							"
d. Devise method for community consideration of Ad Hoc Committee proposals & reports of Work Committees.							"

SCHEDULE OF SPECIFIC WORK TASKS
DURING
PROGRAM DEVELOPMENT PHASE

Major Activity Specific Work Tasks	Time Period						Responsibility
	February	March	April	May	June	July	
III. <u>Establish Citizen Participation Structure</u> cont...							
4. Submit Ad Hoc Committee recommendations to Neighborhood for consideration							(4) Ad Hoc Committee
5. Submit recommendations on citizen participation to Mayor							(5) Ad Hoc Committee
6. Implement recommendations of Ad Hoc Committee and Neighborhood for permanent citizen participation structure							(6) Mayor

SCHEDULE OF SPECIFIC WORK TASKS
DURING
PROGRAM DEVELOPMENT PHASE

Major Activity Specific Work Tasks	Time Period						Responsibility
	February	March	April	May	June	July	
III. <u>Obtain Public & Private Agency Commitment</u>							
1. Establish temporary Model Cities staff	—						(1) M.C. Admin.
2. Determine agency participation on Work Committees		—					(2) M.C. Admin.
3. Obtain personnel commitments for Work Committees		—					(3) Mayor, MC Admin.
4. Establish clearance & review procedure for Model Cities program decisions with public & private agencies.			—				(4) MC Admin., & public and private agencies
5. Obtain written agreements to confirm public agency commitment				—			(5) Mayor, MC Admin

SCHEDULE OF SPECIFIC WORK TASKS
DURING
PROGRAM DEVELOPMENT PHASE

Major Activity Specific Work Tasks	Time Period						Responsibility
	February	March	April	May	June	July	
IV. <u>Establish Work Committees & undertake development of Work Program</u>							
1. Determine Work Committee structure							1) Ad Hoc Committee & MC Admin.
2. Compile existing data, & prepare papers for Work Committee use in developing Work Program							2) MC Admin. and MC Tempo. staff
3. Determine composition of each Work Committee							3) MC Admin. & Ad Hoc Committee
4. Select anchor man and other agency members for each Work Committee							4) Mayor, MC Admin.
5. Establish meeting procedures & schedules							5) MC Admin & Work Committees
6. Establish procedure for coordinating activities of Work Committees.							6) MC Staff & Work Committees
7. Undertake work tasks for Work Program development							7) Work Committees & MC Staff.

SCHEDULE OF SPECIFIC WORK TASKS
DURING
PROGRAM DEVELOPMENT PHASE

Major Activity Specific Work Tasks	Time Period					Responsibility
	February	March	April	May	June	July
V. <u>Neighborhood Consideration & Staff Revision of Work Program</u>						
1. Ad Hoc Committee reviews Work Committee reports						(1) Ad Hoc Committee
2. Ad Hoc Committee distributes for Neighborhood consideration the Work Committee reports & Ad Hoc Committee recommendations on permanent citizen participation structure.						(2) Ad Hoc Committee
3. Work Committees & Model Cities Staff review all work committee reports.						(3) MC Staff
4. Revise Work Committee reports into unified Work Program reflecting modifications suggested by community review process.						(4) MC Staff
5. Submit unified Work Program and recommendations on permanent citizen participation structure to Mayor.						(5) MC Admin.
6. Initiate unified Program						(6) MC Admin.
7. Implement recommendations on permanent citizen participation structure.						(7) Mayor

III. PLANNING BUDGET

The material in Part III relates to a request to the Department of Housing and Urban Development for funding of a budget for planning Model Neighborhood Programs.

SUMMARY OF REVISED BUDGET

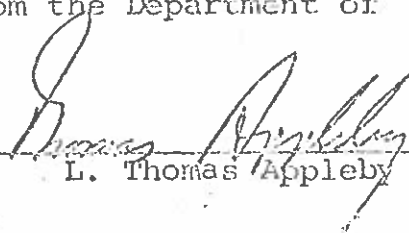
MAJOR ACTIVITIES

Line No.	Activity Classification	Total Amount	AMOUNT REQUESTED FROM	
			Model Cities Program	Other HUD Programs
1.	Salaries	\$238,505	114,400	124,105
2.	Employees Benefits Compensation	18,280	8,800	9,480
3.	Consultants and Contract Services	55,000	26,400	28,600
4.	Travel	6,000	2,900	3,100
5.	Other Costs	28,215	13,500	14,715
Federal Grant Required.....		\$346,000		\$180,000
Amount Requested in this Application.....			\$166,000	
Period Covered: 11 Months				

Approval of the Planning Budget and the amount of \$166,000 shown above for the time period shown is hereby requested from the Department of Housing and Urban Development.

MAR 4 1968

Date


L. Thomas Appleby

Model Cities Administrator

The Planning Budget is hereby approved by the Department of Housing and Urban Development in the amount and for the time period requested.

(Date)

(Signature)

(Title)

The revised budget is based on the following assumptions:

- A. The planning budget to be requested from Federal funding sources is \$346,000 and is divided as follows:

Model Cities Planning	-----	\$166,000
Community Renewal Program	-----	100,000
701 Planning Assistance Program	-----	80,000
		\$346,000

An estimated additional \$193,000 is to be provided in the form of local contributed services and expenses.

- B. This application requests Federal approval for \$166,000 of Model Cities Planning funds.
- C. The proposed schedule requires funding with Model Cities planning funds by April 1.
- D. Applications will be made for the other Federal funds by April 1 and funded no later than the end of May.

Revised Planning Budget
4

POSITION TITLE	MONTHLY RATES	NUMBER OF MONTHS ASSIGNED	% OF TIME CITIES PLANNING	TOTAL (100% FEDERAL)
<u>Physical Planning Staff</u>				
Physical Planning Director	1,533	11	100%	\$16,863
Senior Planner	1,125	11	100	12,375
Senior Planner	1,125	11	100	12,375
Junior Planner	955	11	100	10,505
Draftsman	464	11	100	5,104
Draftsman	464	11	100	5,104
Secretary	464	11	100	5,104
Clerk-Typist	416	11	100	4,576
				<u>\$268,829</u>
Less 15% for anticipated lapse				<u>40,324</u>
Sub-Total				\$228,505
Allowance for projected Federal pay raise (July 1, 1968)				6,000
Allowance for hiring of summer students				<u>4,000</u>
TOTAL SALARIES				<u>\$238,505</u>

* Ad Hoc Citizens Committee will make recommendations on qualifications and functions of Neighborhood Liaison Staff.

All positions are new and part of Model Cities Staff.
The Grades established for these positions are comparable to those established by the Federal Civil Service Commission for duties assigned to them.

Revised Planning Budget 3

EXPLANATION OF LINE ITEMS:

Line 1. Salaries. \$238,505

POSITION TITLE	MONTHLY RATES	NUMBER OF MONTHS ASSIGNED	% OF TIME ON MODEL CITIES PLANNING	TOTAL COMPENSATION (100% FEDERAL)
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Model Cities Administrative Staff

Model Cities Director	1,748	11	100%	\$19,228
Associate Director	1,533	11	100	16,863
Assistant Director	1,125	11	100	12,375
Assistant Director	1,125	11	100	12,375
Secretary	561	11	100	6,171
Secretary	464	11	100	5,104

Neighborhood Liaison Staff*

Liaison Officer	1,125	11	100	12,375
Neighborhood Representative	464	11	100	5,104
Neighborhood Representative	464	11	100	5,104
Neighborhood Representative	464	11	100	5,104
Neighborhood Representative	464	11	100	5,104

Human Resources Planning Staff

Human Resources Planning Director	1,533	11	100	16,863
Economic Development Planner	1,320	11	100	14,520
Social Services Planner	1,125	11	100	12,375
Education & Enrichment Planner	1,125	11	100	12,375
Community Relations Planner	955	11	100	10,505
Employment & Training Planner	955	11	100	10,505
Secretary	511	11	100	5,621
Clerk Typist	416	11	100	4,576
Clerk Typist	416	11	100	4,576